

# EXHIBIT I

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## Directors

### Directors

(As of June 26, 2018)

- Chairperson of the Nominating Committee
- Member of the Nominating Committee
- ◆ Chairperson of the Audit Committee
- ◆ Member of the Audit Committee
- Chairperson of the Compensation Committee
- Member of the Compensation Committee



Director of the Board, Chairperson  
Yoshimitsu Kobayashi



Director of the Board,  
Representative Corporate Executive Officer,  
President and Chief Executive Officer  
Hitoshi Ochi



Director of the Board,  
Representative Corporate Executive Officer,  
Deputy Chief Executive Officer  
Kenkichi Kosakai



Director of the Board,  
Managing Corporate Executive Officer  
Ken Fujiwara



Director of the Board  
Glenn H. Fredrickson



Director of the Board  
Yoshihiro Umeha



Director of the Board  
Hisao Urata



Outside Director of the Board  
Takeo Kikkawa



Outside Director of the Board  
Taigi Ito



Outside Director of the Board  
Kazuhiro Watanabe



Outside Director of the Board  
Hideko Kunii



Outside Director of the Board  
Takayuki Hashimoto

Apr. 1987 Associate Professor, School of Business, Aoyama Gakuin University  
Oct. 1993 Associate Professor, Institute of Social Science, The University of Tokyo  
Apr. 1996 Professor, Institute of Social Science, The University of Tokyo  
Apr. 2007 Professor, Graduate School of Commerce and Management, Hitotsubashi University  
Jun. 2013 Outside Director of the Board, MCHC (current)  
Apr. 2015 Professor, Graduate School of Innovation Studies (currently Graduate School of Management), Tokyo University of Science (current)

Jan. 1970 Joined Tsuji Audit Corporation  
May 1973 Registered as a Certified Public Accountant  
Feb. 1989 Representative Partner, MISUZU Audit Corporation  
Jul. 2004 Deputy Chairperson, The Japanese Institute of Certified Public Accountants (JICPA) (until Jun. 2007)  
May 2006 Executive Board Member, MISUZU Audit Corporation (until Jul. 2007)  
Apr. 2009 Professor, The Graduate School of Accounting, Waseda University (until Mar. 2013)  
Jan. 2012 Chairperson, Disciplinary Committee of JICPA (until Aug. 2016)  
Jun. 2014 Outside Corporate Auditor, MCHC Corporate Auditor, MCC (until Mar. 2017)  
Jun. 2015 Outside Director of the Board, MCHC (current)

Apr. 1974 Appointed as a Prosecutor  
Jul. 1998 Assistant Vice-Minister of Justice, Ministry of Justice  
Apr. 2001 Prosecutor, The Supreme Public Prosecutors Office  
Jan. 2002 Chief Prosecutor, The Nara District Public Prosecutors Office  
Sep. 2004 Chief Prosecutor, The Maebashi District Public Prosecutors Office  
Sep. 2005 Chief Prosecutor, The Nagoya District Public Prosecutors Office  
Jun. 2007 Chief Prosecutor, The Yokohama District Public Prosecutors Office  
Jul. 2008 Superintending Prosecutor, The Sapporo High Public Prosecutors Office (Retired in Jul. 2009)  
Sep. 2009 Registered as a lawyer  
Professor, The Law School of Tokai University (until Mar. 2017)  
Jun. 2010 Corporate Auditor, MPI (until Mar. 2017)  
Jan. 2011 Lawyer, Counselor, Higashimachi LPC (current)  
Jun. 2014 Outside Corporate Auditor, MCHC  
Jun. 2015 Outside Director of the Board, MCHC (current)

May 1982 Joined Ricoh Company, Ltd.  
Jun. 2005 Corporate Senior Deputy CEO, Ricoh Company, Ltd. (until Mar. 2008)  
Apr. 2008 Chairperson, Ricoh Software Co., Ltd. (currently Ricoh IT Solutions Co., Ltd.)  
Apr. 2009 Associate Director, Ricoh Company, Ltd. (until Mar. 2013)  
Jul. 2009 Chairperson, Ricoh IT Solutions Co., Ltd. (until Mar. 2013)  
Apr. 2012 Professor, Graduate School of Engineering Management, Shibusawa Institute of Technology (current)  
Apr. 2013 Deputy President, Shibusawa Institute of Technology (until Mar. 2018)  
Oct. 2013 Director, Center for Promotion of Educational Innovation Gender Equality Promotion Office, Shibusawa Institute of Technology (until Mar. 2018)  
Jun. 2010 Corporate Auditor, MPI (until Mar. 2017)  
Jan. 2011 Lawyer, Counselor, Higashimachi LPC (current)  
Jun. 2014 Outside Corporate Auditor, MCHC  
Jun. 2015 Outside Director of the Board, MCHC (current)  
Apr. 2018 Visiting Professor, Graduate School of Engineering Management, Shibusawa Institute of Technology (current)

Apr. 1978 Joined IBM Japan, Ltd.  
Apr. 2000 Director of the Board, IBM Japan, Ltd.  
Apr. 2003 Managing Executive Officer, IBM Japan, Ltd.  
Jan. 2007 Senior Managing Executive Officer, IBM Japan, Ltd.  
Apr. 2008 Director of the Board, Senior Managing Officer, IBM Japan, Ltd.  
Jan. 2009 Director of the Board, President, IBM Japan, Ltd.  
May 2012 Director of the Board, Chairman, IBM Japan, Ltd.  
Apr. 2014 Chairperson, IBM Japan, Ltd.  
Jan. 2015 Vice Chairperson, IBM Japan, Ltd.  
Jun. 2016 Outside Director of the Board, MCHC (current)  
May 2017 Honorary Executive Advisor, IBM Japan, Ltd. (current)